



WEST AUSTRALIAN FOOTBALL COMMISSION **RECONCILIATION ACTION PLAN** JANUARY 2022 – DECEMBER 2023



WEST AUSTRALIAN
FOOTBALL COMMISSION INC.



RECONCILIATION
ACTION PLAN

INNOVATE

ARTWORK

Kevin Bynder is a local emerging Aboriginal artist. He was born in 1975, in Perth, to a Whadjuk-Yuat Noongar Mother and a Badimia-Amangu Yamatji Father. Kevin began painting at the age of 23 and lived in a small town in the North-west of WA before moving to Broome where he had his first art studio.

The painting shows three different sections. The middle section shows the WAFC centrally surrounded by the 10 WAFL teams: East Fremantle, South Fremantle, West Perth, East Perth, Subiaco, Perth, Swan Districts, Claremont, Peel, and the West Coast Eagles.

The teams are all connected by pathways. The Waagyl is shown on the outside of the teams. The Waagyl is our creator and protector, she is looking after the players and staff. The Waagyl's final resting place is the Darling Range looking over Wadjuk country (the Swan Coastal Plains of Perth). The Waagyl is the Noongar name for the Rainbow Serpent.

ACKNOWLEDGEMENT OF COUNTRY

The West Australian Football Commission acknowledges the Aboriginal peoples of Western Australia as the Traditional Custodians of this land, and we pay our respects to their Elders both past, present and emerging and thank them for their contribution to our great game.

The West Australian Football Commission is committed to the journey of Reconciliation among all Australians.

DECEASED PERSONS

Aboriginal and Torres Strait Islander people please be advised this document contains images and names of people who have passed away.

TERMS USED

As the WAFC Reconciliation Action Plan (RAP) is focused on activities and competitions within Western Australia, we have complied with the protocols advised by our Aboriginal Advisory Group, and local Traditional Elders, that the term "Aboriginal and Torres Strait Islander people" is preferred to "Indigenous".



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OUR VISION FOR RECONCILIATION

The West Australian Football Commission acknowledges and celebrates the cultures, languages, stories and history of Aboriginal and Torres Strait Islander people and the significant impact that they have made to Western Australia, and to football. At the WAFC, we imagine a future where all Australians are united by a shared past, present and future humanity. The WAFC is deeply committed to making this a reality. Reconciliation is a journey of life-long learning and as such we go forward together, connecting, enhancing and building a united community through football for today, and for future generations to come.

A MESSAGE FROM OUR CHAIR

Thank you for taking the time to read the West Australian Football Commission's (WAFC) Reconciliation Action Plan.

Football in Western Australia has taken significant steps forward in respect to the reconciliation progress, however there is still more that we can do. The WAFC seeks to be a leader in this space and set the standard for reconciliation with Aboriginal and Torres Strait Islander communities across Western Australia. We recognise that there is accountability associated with leadership, and we believe there is significant opportunity through football to positively influence others, as part of this journey of reconciliation.

The WAFC recognises that Aboriginal and Torres Strait Islander people in Australia are part of the oldest continuing culture in the world, of over 65,000+ years of history and connection to this country. It is important that we celebrate this history, but we also must acknowledge the past wrongs that have occurred. This will form part of our approach to cultural learning and understanding.

Aboriginal and Torres Strait Islander people have had a strong connection to Football in Western Australia since the game began, and their contribution to the sport has been outstanding, both on and off the field. The WAFC wants to see the connection, the relationship, the respect and the opportunity for Aboriginal and Torres Strait Islander people in the sport continue to grow and develop, and a critical component of this is our Reconciliation Action Plan.

Our commitment has never been stronger, and I encourage you to join the WAFC on this journey.



The Hon. Wayne Martin AC QC
Chairperson
WAFC



A MESSAGE FROM OUR CEO

The West Australian Football Commission (WAFC) is pleased to release our Reconciliation Action Plan. This RAP lays out our vision, commitments, aspirations and hopes for our relations with Aboriginal and Torres Strait Islander people based on a culture of diversity, inclusion, trust and respect.

The WAFC is firmly committed to reconciliation and acknowledges the history of Aboriginal and Torres Strait Islander people in Western Australia as the traditional custodians of the land, and we respect and celebrate the value and diversity of Aboriginal and Torres Strait Islander people and their culture, and in particular their ongoing contribution to football. We will create an inclusive workplace where employees understand and respect Aboriginal and Torres Strait Islander people's histories and cultures and where cultural diversity is celebrated.

As we all know, football has the ability to connect and enhance communities like no other sport, and through this RAP, the WAFC is looking to grow and develop relationships, respect and opportunities with Aboriginal and Torres Strait Islander people. The WA Football industry continues to undertake cultural awareness training to assist in developing our broader understanding, and through this RAP process seeks to go forward together with Aboriginal and Torres Strait Islander communities to build a united community through football. I want to acknowledge both Danny Ford (Kambarang Services) and Brad Collard (former WAFC Aboriginal & Inclusion Leader) for their outstanding role in working alongside the WAFC staff, and the wider industry, to collectively develop this RAP. Their leadership and contribution to this process has been significant.

The WAFC is pleased to present our RAP to you as we look to contribute to our journey of reconciliation among all Australians.



Michael Roberts
Chief Executive Officer
WAFC



A MESSAGE FROM OUR ABORIGINAL & INCLUSION LEADER

Kaya Koorda's Wandju Nichia Noongar Boodja
"Hello Friend's Welcome To Our Country"

My name is Phil "Magic" Narkle. I am a proud Noongar man and elder with strong cultural beliefs that was passed on to me by my father and grandparents. I have strong family connection to the Wongi people – from the Goldfields and the Yamatji people – from the Pilbara.

My Tribal Name: Kurrial – (means King in Noongar)
Moity: Wedge Tailed Eagle – (Noongar name Waalitj)
Totem: Magpie – (Noongar name Koorlbardi)
Skin Colour: Black – (Noongar name Moorn)

I am a past player of the WAFL, having played over 150 games for Swan Districts Football Club and currently employed at the WAFC as an Aboriginal & Inclusion Leader. The WAFC's Reconciliation Action Plan will outline the business actions and outcomes, which will strengthen their relationships and gain respect with the Aboriginal and Torres Strait Islander peoples. I personally will support the WAFC on their RAP journey and will assist the workplace to understand our cultural ways to achieve the positive outcomes for Aboriginal and Torres Strait Islander peoples. We need to walk the pathway through the gateway together as ONE.



Phil Narkle
Aboriginal & Inclusion Leader
WAFC

**"To empower the knowledge is a
moorditj (great) and beautiful tool"**



STATEMENT FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends the WAFC on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The WAFC continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the WAFC will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the WAFC using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for the WAFC to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, the WAFC will ensure shared and cooperative success in the long-term.

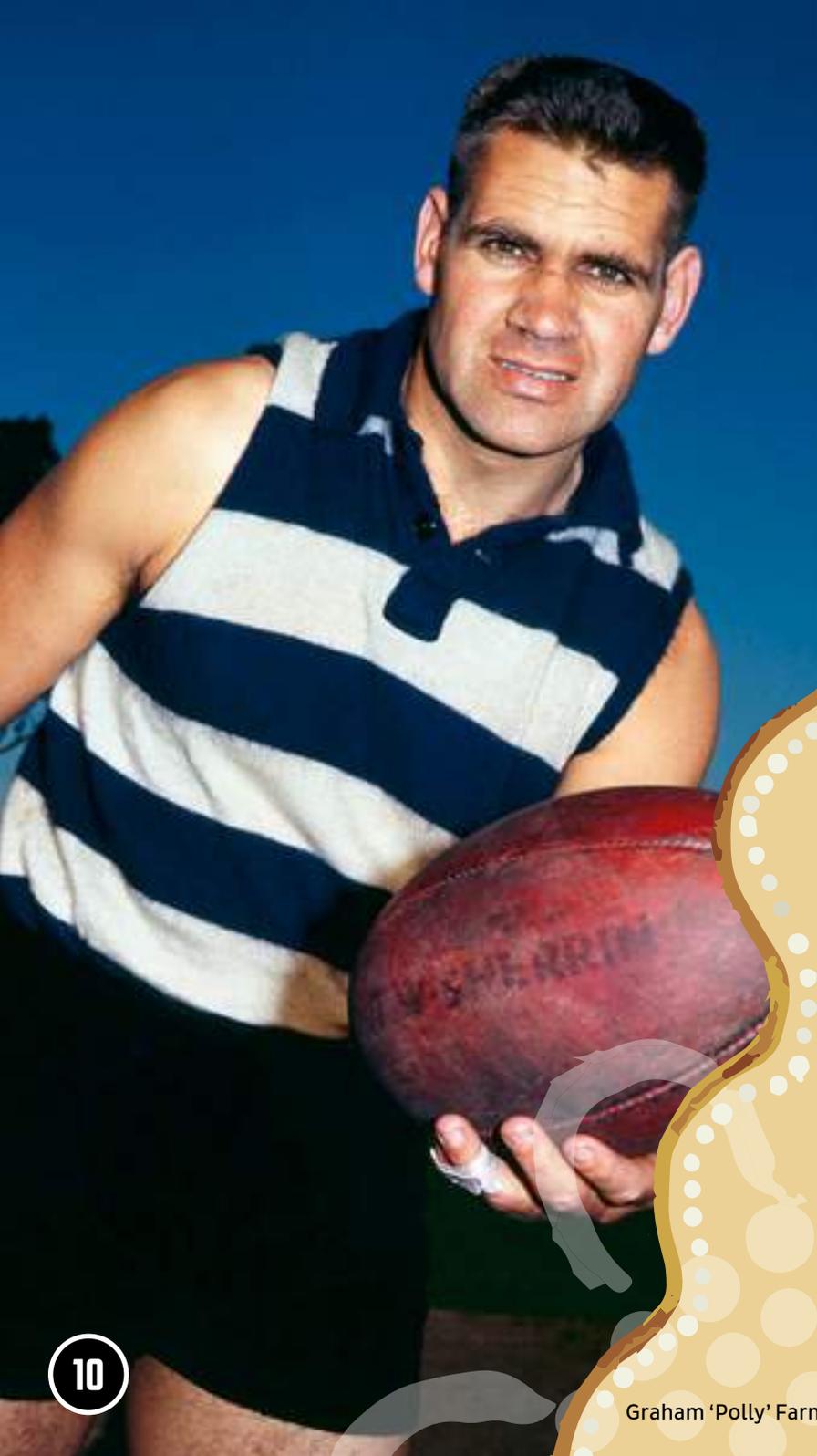
Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the WAFC's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations to the WAFC on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia





A TRIBUTE TO POLLY FARMER

The WAFC would like to take the opportunity to pay tribute to one of the greatest footballers of all time, Graham 'Polly' Farmer. His story is well known, a man from humble beginnings who rose to become the best at his craft. He revolutionised the game and has left a tremendous legacy. Polly's record and achievements can be found online but it was in the area of helping young Aboriginal people that he was especially proud of.

Polly was quoted as saying, "Education is the key for Aboriginal people to take their rightful place in modern Australian society. Unless we rectify the imbalance in opportunities currently available, young Aboriginal people will continue to be frustrated and unable to develop their talents to make their rightful contribution to the economy and society....and we will all be poorer for that." This was the driving thought behind the creation of another of his great achievements, The Graham (Polly) Farmer Foundation.

The Foundation believes he was one of the first people in Australia, if not the first, to use his legendary sporting standing to realise his dream of setting up a Foundation to provide opportunities for young Aboriginal people to make the most of their own skills in the academic arena. The Foundation has endured the test of time and is still strong some 25 years later continuing with Polly's vision. The Farmer family have given permission for the WAFC to honour the great man with this tribute but also wish to let those who would like to contribute to the Foundation can do so by donating via the link on the Foundation webpage – www.pff.com.au

"The WAFC would like to thank the Farmer family for allowing us to honour their father and grandfather. Polly made a significant contribution to our great game both on and off the field. We are proud to recognise him as a legend of WA Football, and of the WA Community."

Michael Roberts (WAFC CEO)

Graham 'Polly' Farmer (1935 – 2019)

THE WEST AUSTRALIAN FOOTBALL COMMISSION

The rich history of football in the community of Western Australia stretches back to 1885. Today it is one of the most popular sporting codes in Western Australia with over 82,000 community club participants, from Auskick to Seniors, with 346,729 total participants. Of this we know that Aboriginal and Torres Strait Islander people make up almost 10% of all football participants, 3% of coaches and 2% of all umpires. A key part of the WAFC Rap is to look to grow the engagement of Aboriginal and Torres Strait Islander people across all levels of football. The WAFC currently employs 97 staff of which 4 are Aboriginal or Torres Strait Islander.

The WAFC as caretaker of football in WA is responsible for the overall development of the game in the State and ensuring it continues to be a crucial part of our community and culture. It is a not-for-profit State Sporting Organisation incorporated under the Associations Incorporation Act and governed by a voluntary Board of Commissioners that oversees the operation of all football activities throughout Western Australia.

The WAFC was established in 1989 to deliver the following objectives:

- to promote, encourage and oversee the growth and development of Football;
- to provide guidance, planning and leadership to all levels of the Football industry;
- to promote, develop, and ensure the effective management of Football matches at all levels of the Football industry and recognise the WAFL as the pre-eminent Football league in the State of Western Australia;
- as owners, to oversee and ensure the effective management of the AFL Clubs and to promote, develop and encourage the AFL Clubs and Football matches and competitions conducted by the AFL; and
- to ensure the adequate development and management of grounds, other sporting stadiums and Football facilities and provide guidance and planning for the efficient use of other Football facilities.

The WAFC's role includes guiding the Western Australian Football League (WAFL State League Competition), overseeing community football, managing umpiring and coaching, driving and delivering participation and game development outcomes, and providing a clear talent pathway.

The WAFC also maintains ownership of the State's two AFL teams – the West Coast Eagles and the Fremantle Football Club.

The West Australian Football League (WAFL) is our pre-eminent State League competition which has a long history and tradition within Western Australia. The WAFL consists of nine (9) traditional WAFL Clubs, and

the West Coast Eagles who have a reserves team in the WAFL Competition. The Fremantle Football Club have an alignment agreement with the Peel Thunder Football Club.

The WAFC is also extremely proud of the growth in female football across Western Australia. Female participation across all corners of the state has continued to grow and develop, and with the implementation of the AFLW and WAFLW competitions, we would expect that this segment continues to flourish.

The WA Football District Model supports the growth and participation of the game, and through a broad range of affiliated leagues and competitions from Auskick through to Masters, provide a complete pathway not only for players but coaches, administrators, and support staff.

These affiliated leagues and competitions include:

- Metropolitan Regional Development Councils
- Country Regional Football Development Councils
- WA Women's Football League
- Perth Football League
- WA Country Football League
- Metro Football League
- AFL Masters WA
- Youth and Junior Club Competitions
- School based Competitions and Programs
- AFL 9s and AFLX Competitions
- AFL Auskick

Over the past decade the WAFC has taken a proactive role with regards to working with Aboriginal and Torres Strait Islander communities across Western Australia to promote greater participation at all levels and in all aspects of the game and to promote a greater understanding and awareness of Aboriginal and Torres Strait Islander culture and society.

The RAP is clearly stated as a key strategy within the WAFC Strategic Plan, and subsequently this RAP aligns with the WAFC's strategic pillars of Engagement, Talent, and Sustainability. The WAFC RAP considers the broad spectrum of football across Western Australia from grass roots football through to our elite pathways and aligns to the WAFC vision of connecting and enhancing WA communities through our great game.



WAFC ABORIGINAL ADVISORY GROUP, WAFC INDIGENOUS STRATEGY COMMITTEE & RAP WORKING GROUP

The WAFC originally established the Aboriginal Advisory Group (AAG) to provide advice and support to the Commission, and to drive growth of Aboriginal engagement in football through all metropolitan and country communities. The WAFC AAG was the first football related Aboriginal Advisory Group of any type across Australia, which is something that the WAFC is quite proud of, and it has achieved some excellent results.

Following a recent review, the WAFC intend to lift the status of the AAG in order to provide direct input into the WAFC Board, through the introduction of the WAFC Indigenous Strategy Committee (ISC). This evolution of the AAG into the ISC, is set to provide greater outcomes for Aboriginal and Torres Strait Islander participation and engagement in and through Football.

The key objectives of the ISC are:

- To provide guidance on the development and delivery of the WAFC Aboriginal Football Programs.
- To provide consultation on strategies to improve the quantity and quality of Aboriginal participation at all levels in football including players, coaches, educators, umpires, volunteers and administrators;
- To support the WAFC to drive the growth and engagement of Aboriginal women and Aboriginal girls in football.
- To assist in the development of partnerships with Local, State and Federal Governments along with

Corporate Sector to increase the WAFC's capacity to promote and deliver the WAFC Aboriginal Football Programs;

- To assist in the support and delivery of the WAFC Reconciliation Action Plan;
- To support the WAFC in the delivery of Cultural Learning, Cultural Education and Cultural Security;
- Connect the WAFC with a network of people within the Aboriginal Communities with the view of better supporting the WAFC clubs, competitions and programs; and
- Provide advice in developing organisational protocols, policies and procedures to better support Aboriginal People.

The WAFC ISC is chaired by two joint chairs in:

- Gordon Cole
- The Hon. Wayne Martin AC QC (WAFC Commissioner & Chair)

The ISC will also comprise a number of Aboriginal and Torres Strait Islander community members that will help to achieve the outlined objectives.

The WAFC has an established RAP Working Group that has the responsibility for the finalisation of the new RAP and will be critical to the implementation and reporting requirements. This group comprises key members of the AAG, along with internal staff, and will meet on a regular basis in line with its Terms of Reference to ensure accountability across the organisation to meeting the KPI's and action items outlined.

The WAFC has also identified three RAP Champions who include:

- Michael Roberts (WAFC CEO)
- Troy Kirkham (WAFC Executive Manager Junior, Youth & Community Football)
- Phil Narkle (WAFC Aboriginal and Inclusion Leader)

There have been a number of integral community members that have been instrumental in the growth and development of Aboriginal and Torres Strait Islander participation and engagement in football over the past 5 years and have been an important component in supporting the WAFC to deliver our previous RAP. The WAFC would like to formally recognise the support, leadership, advice and direction of:

- Mrs Julie Jackson,
- Ms Vanessa Kickett,
- Mr Bruce Loo,
- Mr Clive Walley, and
- Mr Michael Mitchell.

Their ongoing contribution has been significant, and we look forward to continuing to work alongside all of them as we evolve the AAG into the ISC, and look to deliver on the outcomes of our RAP.

The WAFC would also like to recognise and acknowledge the contribution of former WAFC Commissioners who were key members of the WAFC AAG in Mr Chris Cottier (former AAG Chair) and Mr Grant Dorrington OAM BEM, along with former WAFC AAG member in Dr. Rishelle Hume AM. Their contribution to Aboriginal and Torres Strait Islander football in Western Australia, and their engagement in the development of the RAP has been significant, and we are thankful for their involvement.

THE JOURNEY

The WAFC is pleased to release our 'Innovate' RAP, and as an organisation we are proud of what has been achieved to date, however we know that there is still significant work to be done. We are excited about progressing to the next level of the RAP process as we continue our Reconciliation journey of making a difference within the community, and across football.

The first WAFC RAP was successful on many levels, and the lessons learned of what worked and what needed further attention has guided and informed this RAP to ensure greater effectiveness and achievement of actions within the Plan.

There was an extensive consultation process with a number of workshops held during February and March 2020 to gather feedback on what should be incorporated into the WAFC RAP. The actions below are a combination of major themes and ideas from the workshop sessions as well as an evaluation survey of the previous RAP. Feedback was received from the WAFC Aboriginal Advisory Group, Aboriginal community representatives, WAFC staff, WAFL CEO's and Presidents, and WAFC commissioners. This RAP will focus on the key deliverables that need to be incorporated over the next few years as the principles of reconciliation embed further into the fabric of the WAFC, and the football industry.

Some of the key emerging themes from the workshops included:

- The significant importance around increasing Aboriginal and Torres Strait Islander employment within the WAFC;
- Cultural Awareness Training and immersion opportunities;
- The welfare of Aboriginal and Torres Strait Islander players across all segments;
- Supporting NAIDOC;
- Elevate the status of the AAG to form the Indigenous Strategy Committee;
- Engaging and supporting the regions especially the Kimberley;
- Supporting events such as the Nicky Winmar and Kirby Bentley Cups;
- More engagement with local groups that especially involve Elders; and
- Staff to be involved to a greater level with reconciliation.

The appointment of an Aboriginal and Inclusion Leader was a positive step for the WAFC, which now needs to be consolidated by increasing Aboriginal and Torres Strait Islander employment opportunities at all levels across the organisation and industry.

The WAFC looks forward to the implementation of this plan as our Reconciliation journey continues.



KEY ACHIEVEMENTS OF OUR PREVIOUS RECONCILIATION ACTION PLAN

The WAFC has implemented 34 of 44 Strategies from its Innovate RAP. Significant areas of achievement are highlighted below:

- The growth of the NAIDOC Round to all areas of the football industry;
- Increased participation levels of Aboriginal and Torres Strait Islander participants in Community Football by 13% since 2017;
- Talent transition of Aboriginal and Torres Strait Islander players into the AFL continues to improve for a number of WA players namely Ryan, Stack, Pickett, and Parker;
- Established key partnerships and relationships with the Wirrapanda Foundation, Clontarf Foundation and the AFL Indigenous Players Alliance;
- Establishment of an internal RAP Working Group within the WAFC to drive reconciliation actions across the football industry;
- Established partnerships with Next Generation Academies at the West Coast Eagles and Fremantle Football Clubs;
- Established a partnership with Garnduwa;
- Established a partnership with the Stephen Michael Foundation;
- Increased Aboriginal and Torres Strait Islander employment at the WAFC, and across the football industry; and
- Delivered “Walking Together” Cultural Education to all WAFC staff, and other key Football Industry stakeholders.



THE 5 DIMENSIONS OF RECONCILIATION

The WAFC is committed to embedding the initiatives and actions in our RAP as we progress through addressing the five dimensions of reconciliation. The WAFC is also committed to utilising our sphere of influence to drive reconciliation outcomes across the wider community.

Race Relations

All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.

Equality and Equity

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

Unity

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared identity.

Institutional Integrity

The active support of reconciliation by the nation's political, business and community structures.

Historical Acceptance

All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs are never repeated.



Our Commitment to Reconciliation is:

Race Relations

- The WAFC will recognise and celebrate significant Aboriginal and Torres Strait Islander cultural events, including NAIDOC Week and Reconciliation Week;
- The WAFC will continue to promote and build cultural learning and understanding;
- The WAFC will continue to foster culturally safe environments;
- The WAFC will continue to stand against racism in any form (direct, indirect or institutional); and
- The WAFC will lead and support the football community to further engage and connect with reconciliation initiatives.

Equality and Equity

- The WAFC will strive to strengthen the relationship between Aboriginal and Torres Strait Islander people and non-indigenous people to benefit all of Australia with a goal of closing the gap in life opportunities and outcomes;
- The WAFC will promote education and leadership opportunities for Aboriginal and Torres Strait Islander youth;
- The WAFC will develop employment opportunities for Aboriginal and Torres Strait Islander people; and
- The WAFC will explore procurement opportunities for Aboriginal and Torres Strait Islander businesses.

Unity

- The WAFC will value and recognise Aboriginal and Torres Strait Islander histories, cultures and rights as part of a shared national identity;
- The WAFC will actively listen to Aboriginal and Torres Strait Islander people and engage them in the development of programs; and
- The WAFC will promote and advocate programs and policies that drive unity.

Historical Acceptance

- The WAFC will ensure that all staff undertake Cultural Learning sessions to drive understanding of the wrongs of the past, and the significant impacts of these wrongs on Aboriginal and Torres Strait Islander people; and
- The WAFC will provide experiential learning opportunities for staff including 'on country' experiences to enhance understanding and learning.

Institutional Integrity

- The WAFC will ensure that the implementation of our RAP is supported across all levels of the organisation (including the board) and is appropriately resourced;
- The WAFC will advocate to our partners, sponsors, and communities on the importance of reconciliation;
- Ensure that facilities are culturally appropriate along with being inclusive and welcoming; and
- The WAFC will work with all of our clubs and leagues on engaging in reconciliation activities and events.



WAFC STRATEGIC PLAN

The below Strategic Plan was developed following the impact of COVID-19 and highlights the importance of rebuilding club-based participation. Importantly the RAP is considered an organisational foundation of the WAFC.

VISION	Connecting and enhancing WA communities through our great game					
PILLARS	ENGAGEMENT		TALENT		SUSTAINABILITY	
GOALS	Rebuild Club-based community football participation	Develop an industry framework	Reduce cost base	Increase revenue base	WAFL sustainability and alignment	Quality facilities
STRATEGIC PROJECTS	<ul style="list-style-type: none"> Prioritise and resource the drivers of male and female Club-based participation, including a focus on male youth Provide support to and develop our volunteers to ensure continued involvement in football Support and align to the AFL Game Development Strategy 	<ul style="list-style-type: none"> Develop an investment model for the WA football industry Review the WAFC governance model Establish a revised talent pathway model - WAFC, AFL, WAFL Partner in the delivery of selected WAFC football services and programs 	<ul style="list-style-type: none"> Feasibility of a shared service model with the AFL or other parties Workforce restructure Review and consolidate WAFC events 	<ul style="list-style-type: none"> Develop a value-based proposition to support user-pay and fee-for-service models to increase investment into grassroots football Identify and develop new football and commercial revenue opportunities 	<ul style="list-style-type: none"> Readjust WAFL Clubs football debt spending in line with revised WAFC grant & national guidelines Partner with WAFL Clubs on their innovation projects and the delivery of selected WAFC football services & programs Finalise & implement the Variable Funding Model 	<ul style="list-style-type: none"> Undertake feasibility study and produce a detailed business case to progress WAFC Future Home Launch of WAFC Facilities Strategic Plan and ongoing advocacy for the development and enhancement of football facilities
ORGANISATION FOUNDATIONS	People Planning, Engagement & Management	Contract & Compliance Management	Reconciliation Action Plan	Internal Policies, Procedures & Bylaws	Industry Advocacy & Stakeholder Management	



BUILDING RELATIONSHIPS

The WAFC values the special contribution that Aboriginal and Torres Strait Islander people make to Western Australia and to football. The WAFC are committed to collaborating with Aboriginal and Torres Strait Islander people, and their communities to build long-term trusting relationships based on values of inclusion, respect and positive communication. We are committed to strengthening our relationship with Aboriginal and Torres Strait Islander Australia. Football evokes a passion that connects people of all cultures and in doing so connects Aboriginal and Torres Strait Islander and non-Aboriginal people in a way that is not possible without this common passion. Football facilitates the sharing of experiences and building of partnerships via communication, engagement, and good governance.

KEY PRIORITY – all the football industry is connected and engaged to build positive relationships that strive towards reconciliation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Governance & Strategic Influence: Increase and enhance Aboriginal and Torres Strait Islander representation on the WAFC Board, WAFL Club boards and affiliate Boards.	Increase Aboriginal and Torres Strait Islander representation on the WAFC Board, including Aboriginal and Torres Strait Islander female representation.	December 2023	WAFC CEO WAFC Chairperson
	Work closely with and encourage WAFL clubs to have Aboriginal and Torres Strait Islander representation on their Boards.	December 2023	WAFC EM WAFL & Talent
	Work closely with and encourage Affiliates to have Aboriginal and Torres Strait Islander representation on their Boards. Affiliates include: WA Country Football League, Perth Football League, Metro Football League, WA AFL Masters	December 2023	WAFC EM Country Football & Facilities
Partnerships: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Traditional Owners and local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2022 & 2023 December 2022 & 2023	WAFC CEO
	Develop an engagement plan to work with local Traditional Owners and local Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	WAFC CEO
Partnerships: Establish Local Partnerships with local Aboriginal and Torres Strait Islander Communities.	Encourage clubs at all levels to engage with local Aboriginal and Torres Strait Islander community and leaders.	December 2023	WAFC EM Junior, Youth & Community WAFC EM Country Football, Affiliates & Facilities
	Link local clubs with key partnership to assist with improving connections with Aboriginal and Torres Strait Islander communities.	December 2022	WAFC EM Country Football, Affiliates & Facilities
	Host an annual workshop involving Aboriginal and Torres Strait Islander people from throughout the state to discuss positives and existing challenges pertaining to Aboriginal and Torres Strait Islander involvement in football and to inform of progress with RAP	December 2022 December 2023	WAFC EM Country Football, Affiliates & Facilities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Promote reconciliation through our sphere of influence: The ISC engage with WAFL & WAFLW Clubs to provide support and guidance.</p>	<p>ISC to invite the WAFL & WAFLW Club Presidents (or a representative Council of Presidents chair), to a minimum of one meeting per annum.</p>	<p>October 2022 October 2023</p>	<p>WAFC EM WAFL & Talent</p>
	<p>ISC to discuss the merit of local Aboriginal advisory bodies at each WAFL Club.</p>	<p>June 2022</p>	<p>WAFC EM WAFL & Talent</p>
<p>Promote reconciliation through our sphere of influence: work with sponsors, partners and clubs to commit to Reconciliation.</p>	<p>Utilising our sphere of influence, encourage sponsors and partners to develop their own RAPs. Discussions held with partners about the importance of reconciliation and they are encouraged to commit to the reconciliation process.</p>	<p>June 2022</p>	<p>WAFC EM Commercial Operations</p>
	<p>Prioritise procurement of an Official Aboriginal Programs Partner with investment directly linked to key outcomes of the RAP.</p>	<p>June 2022</p>	<p>WAFC EM Commercial Operations</p>
	<p>Collaborate on our RAP with other like-minded organisations and partners to advance reconciliation.</p>	<p>December 2023</p>	<p>WAFC EM Commercial Operations</p>
	<p>Encourage all WAFL & WAFLW clubs are encouraged to have a RAP in place and that these align to the WAFC Core Values.</p>	<p>December 2023</p>	<p>WAFC EM WAFL & Talent</p>
	<p>Develop key partnerships with community, NGO and key stakeholders to better connect with Aboriginal and Torres Strait Islander communities. Examples: - Employment - Mental Health - Physical Health - Counselling Service</p>	<p>December 2023</p>	<p>WAFC CEO</p>
<p>Partnerships: Support Aboriginal and Torres Strait Islander community-based events</p>	<p>Continue to deliver community events such as the Nicky Winmar Cup, Kirby Bentley Cup, across all regions and districts as appropriate.</p>	<p>October 2022 October 2023</p>	<p>WAFC EM Junior, Youth & Community</p>
	<p>Actively support GWABA carnival, Maali carnival and other regional events.</p>	<p>October 2022 October 2023</p>	<p>WAFC EM Junior, Youth & Community</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Promote reconciliation through our sphere of influence: Promote the RAP and its outcomes to all stakeholders</p>	<p>All staff to be knowledgeable of the RAP, and their requirements to meet its objectives, and that it continues to be a key component of induction for new employees.</p> <p>Launch the RAP once approved and endorsed with all relevant media involved.</p> <p>A minimum of ten stories are promoted from RAP actions on the WAFC web page per year.</p> <p>Ensure all sponsors, partners and key stakeholders are made aware of the RAP and are provided with a copy of the RAP.</p> <p>Promote the RAP on WAFC website and made clearly visible.</p> <p>Ensure the WAFC website prominently declares our commitment to reconciliation, and all staff declare our commitment to reconciliation publicly.</p> <p>Present a Reconciliation Award at the Sandover Medal Awards to the Club or League who has exemplified the essence of reconciliation. All nominees are celebrated.</p>	<p>December 2022 December 2023</p> <p>March 2022</p> <p>December 2022 December 2023</p> <p>March 2022</p> <p>March 2022</p> <p>March 2022</p> <p>September 2022 September 2023</p>	<p>WAFC EM Commercial Operations</p> <p>WAFC CEO</p> <p>WAFC EM Commercial Operations</p> <p>WAFC EM Commercial Operations</p> <p>WAFC EM Commercial Operations</p> <p>WAFC EM Commercial Operations</p> <p>WAFC CEO</p>
<p>Build Relationships: Celebrate National Reconciliation Week (NRW).</p>	<p>Circulate NRW resources to WAFC Staff.</p> <p>RAP Working Group to participate in an external NRW event.</p> <p>Formally acknowledge National Reconciliation Week with a WAFC event registered through Reconciliation Australia's NRW website</p> <p>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW</p>	<p>May 2022 & May 2023</p>	<p>WAFC EM Junior, Youth & Community</p> <p>WAFC EM Junior, Youth & Community</p> <p>WAFC EM Junior, Youth & Community</p> <p>WAFC CEO</p>
<p>Build Relationships: Promote positive race relations through anti-discrimination strategies.</p>	<p>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</p> <p>Develop, implement and communicate an anti-discrimination policy for our organisation.</p> <p>Engage with the WAFC ISC to consult on our anti-discrimination policy.</p> <p>Educate WAFC Board and all staff on the effects of racism.</p>	<p>December 2023</p> <p>December 2023</p> <p>June 2023</p> <p>June 2022</p>	<p>WAFC EM Commercial Operations</p> <p>WAFC EM Commercial Operations</p> <p>WAFC EM Commercial Operations</p> <p>WAFC EM Junior, Youth & Community</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<p>Undertake a review of racism within the WAFL and determine if the WAFC is demonstrating leadership and best practice, in line with AFL Rule 35.</p> <p>The WAFC makes a strong public stand against racism.</p> <p>The ISC and RAP Working Group to review the Collingwood Football Club 'Do Better' Report to determine key learnings for WA Football.</p>	<p>December 2022</p> <p>March 2022</p> <p>June 2022</p>	<p>WAFC EM WAFL & Talent</p> <p>WAFC CEO</p> <p>WAFC EM Junior, Youth & Community</p>
<p>Past Players: Engage or re-engage past Aboriginal and Torres Strait Islander league players and others involved in the WAFL & WAFLW.</p> <p>Elders & Traditional Owners: Examine ways to engage Elders and Traditional Owners.</p>	<p>Develop a data base of past WAFL / WAFLW Aboriginal and Torres Strait Islander League players.</p> <p>Develop a database of past Aboriginal and Torres Strait Islander umpires.</p> <p>Discuss the merits of an association or alumni for past WAFL players similar to the AFL Indigenous Players Alliance.</p> <p>Establish a mechanism of identifying and recognising Aboriginal and Torres Strait Islander players in the WA Football Hall of Fame, including exploring whether there could be an Aboriginal and Torres Strait Islander specific section at the Hall of Fame.</p>	<p>December 2022</p> <p>December 2022</p> <p>December 2022</p> <p>December 2022</p>	<p>WAFC EM WAFL & Talent</p> <p>WAFC EM WAFL & Talent</p> <p>WAFC EM WAFL & Talent</p> <p>WAFC CEO</p>
	<p>WAFC/WAFL clubs to invite local Elders as special guests regularly or at specific games such as NAIDOC round.</p> <p>Incorporate an Elders table at the Sandover Medal Award evening with an Elder providing the Welcome to Country at the commencement of the event.</p> <p>Involve Elders at specific events such as Club award nights and Grand Finals.</p>	<p>July 2022 July 2023</p> <p>September 2022 September 2023</p> <p>September 2022 September 2023</p>	<p>WAFC CEO</p> <p>WAFC CEO</p> <p>WAFC CEO</p>



INCREASING RESPECT

The WAFC recognises and respects Aboriginal and Torres Strait Islander culture, society and people. We will respect and recognise Aboriginal and Torres Strait Islander heritage and tradition, foster awareness, embrace cultural differences and celebrate the achievements of the Aboriginal and Torres Strait Islander community. We respect that Aboriginal and Torres Strait Islander people have a unique connection with country and sea. In doing so we will embrace and promote greater understanding and pride of Aboriginal and Torres Strait Islander culture and history, and the ongoing role that they play in the WA Community through Football.

KEY PRIORITY – building understanding, cultural learning, and respect.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Recognition: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</p>	<p>Ensure a WAFL NAIDOC round occurs every year during NAIDOC with Aboriginal designed jumpers and apparel for staff.</p>	<p>July 2022 July 2023</p>	<p>WAFC EM WAFL & Talent</p>
	<p>Consider naming the NAIDOC round similar to the Doug Nichols round, the Polly Farmer Round with an award for the best player for those games. Best players may be named after respective WAFL Club Aboriginal and Torres Strait Islander players.</p>	<p>June 2022</p>	<p>WAFC CEO</p>
	<p>Explore a similar concept for the WAFLW that celebrates and recognises a female Aboriginal or Torres Strait Islander player.</p>	<p>June 2022</p>	<p>WAFC CEO</p>
	<p>Encourage WAFL & WAFLW Clubs to use a local Aboriginal name for their club for the NAIDOC round.</p>	<p>July 2022 July 2023</p>	<p>WAFC EM WAFL & Talent</p>
	<p>Promote those clubs and leagues that embrace and participate in changing their club name for the NAIDOC round.</p>	<p>July 2022 July 2023</p>	<p>WAFC EM WAFL & Talent</p>
	<p>Encourage a NAIDOC round to be supported at all levels of football, especially junior levels.</p>	<p>July 2022 July 2023</p>	<p>WAFC EM Junior, Youth & Community</p>
	<p>WAFC and WAFL clubs to have internal NAIDOC staff events.</p>	<p>July 2022 July 2023</p>	<p>WAFC EM Commercial Operations</p>
	<p>RAP Working Group to participate in an external NAIDOC event.</p>	<p>July 2022 July 2023</p>	<p>WAFC EM Junior, Youth & Community</p>
	<p>Staff are encouraged to attend NAIDOC events.</p>	<p>July 2022 July 2023</p>	<p>WAFC CEO</p>
<p>Hold a promotion or event during NAIDOC week to acknowledge contributions of past and current Aboriginal and Torres Strait Islander players.</p>	<p>July 2022 July 2023</p>	<p>WAFC CEO</p>	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	All staff to have an Acknowledgement of Country as part of their email signatures which also declares the WAFC's commitment to reconciliation.	January 2022	WAFC CEO
Recognition: Build respect for Aboriginal and Torres Strait Islander cultures and histories.	An Aboriginal State Jumper is designed that includes Aboriginal artwork and flag/s. The Aboriginal and Torres Strait Islander flags and/or Aboriginal images to be displayed/ incorporated on staff apparel.	February 2023 February 2023	WAFC EM Junior, Youth & Community WAFC EM Junior, Youth & Community
Cultural Protocols: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop and communicate cultural protocols for clubs regarding Welcome to Country, Acknowledgement of Country and Smoking ceremonies – why, when to do them, who can do them and how to go about it? Hold a Welcome to Country and Smoking Ceremony at the commencement of each season, for each NAIDOC round game and at the start of the Grand Final as well as at other major events and functions. Discuss with ISC every game of football every week across the state having an Acknowledgement of Country and/or pledge to stamp out racism. Include an Acknowledgement to Country at the commencement of all important meetings.	June 2022 March 2022 March 2022 January 2022	WAFC EM WAFL & Talent WAFC CEO WAFC EM Junior, Youth & Community WAFC CEO
Cultural awareness and immersion opportunities: Increase the cultural learning, understanding and awareness of staff whilst developing strong relationships with community Elders and Traditional Owners.	Conduct a review of the cultural learning needs within our organisation. WAFC to consult with Traditional Owners and/or the WAFC ISC on the development of a cultural learning strategy. Develop an organisational Cultural Learning Strategy. All staff to attend ongoing Cultural Learning training at a minimum of every two years progressing through the stages of Cultural Learning. New staff members to attend Cultural Learning and Cultural Awareness programs as part of the staff induction process which will be held annually for new staff across the year.	June 2022 June 2023 June 2022 October 2022 December 2022 December 2023 June 2022 December 2022 June 2023 December 2023	WAFC EM Commercial Operations WAFC EM Commercial Operations WAFC EM Commercial Operations WAFC EM Commercial Operations WAFC EM Commercial Operations

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Partners, sponsors and stakeholders are encouraged and supported to participate in Cultural Learning.	January 2023	WAFC EM Commercial Operations
	Encourage and support all levels and grades in football to participate in Cultural Learning	March 2022	WAFC CEO
	Develop Cultural Learning and immersion opportunities to enable staff to have on country experiences, learnings to increase understanding beyond the workplace and Cultural Learning offerings.	October 2022	WAFC EM Commercial Operations
	Encourage continuous learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements such as 'lunch and learn' events.	March 2022	WAFC EM Commercial Operations
	Develop a Cultural Competency Framework	December 2022	WAFC EM Commercial Operations
Cultural awareness and immersion opportunities: Increase the cultural learning, understanding and awareness of Volunteers whilst developing strong relationships with community Elders and Traditional Owners.	Offer Cultural Learning to WA Football volunteers including all Boards.	December 2023	WAFC EM Country Football, Affiliates and Facilities
	Ensure Affiliate funding is linked to completion of Cultural Awareness Training.	December 2023	WAFC CEO



PROVIDING OPPORTUNITIES

The football community in Western Australia is significant, and as the peak organisation for football in Western Australia, the WAFC will directly encourage others to address the socio-economic gap between Aboriginal and Torres Strait Islander and non-Aboriginal Australians. Key areas that we can contribute to include employment, retention, procurement, professional development and systems and processes that facilitate greater Aboriginal and Torres Strait Islander participation in all areas of society. The WAFC is committed to providing opportunities for Aboriginal and Torres Strait Islander people and making a difference to the lives of Aboriginal and Torres Strait Islander people across Western Australia.

KEY PRIORITY – creating opportunities for Aboriginal and Torres Strait Islander people within the community through football.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Employment: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2022	WAFC EM Commercial Operations
	Develop & implement, through engagement with Aboriginal and Torres Strait Islander staff, an Aboriginal and Torres Strait Islander employment, professional development, retention and inclusion Strategy.	August 2022	WAFC EM Commercial Operations
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	December 2023	WAFC EM Commercial Operations
	Commence all interviews with an Acknowledgment of Country.	March 2022	WAFC EM Commercial Operations
	Advertise all job vacancies through Aboriginal and Torres Strait Islander networks	March 2022	WAFC EM Commercial Operations
	Provide cultural mentoring for all Aboriginal and Torres Strait Islander staff as required.	July 2022	WAFC EM Commercial Operations
	Review HR policies and procedures to ensure that there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workforce.	February 2023	WAFC EM Commercial Operations
	Where applicable the WAFC will look to host a minimum of one Aboriginal AFL Sportsready Traineeship (or equivalent) per annum.	March 2022	WAFC EM Commercial Operations
	Explore employment opportunities for Aboriginal and Torres Strait Islander players within State Academies.	March 2023	WAFC EM Commercial Operations
	Incorporate Cultural Leave into existing Leave Policy.	February 2022	WAFC EM Commercial Operations
Develop leadership programs for Aboriginal and Torres Strait Islander employees with an emphasis on female participation.	June 2022	WAFC EM Commercial Operations	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Business Opportunities & Procurement: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	December 2023	WAFC EM Commercial Operations
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	December 2023	WAFC EM Commercial Operations
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	October 2023	WAFC EM Commercial Operations
	Investigate Supply Nation Membership	December 2023	WAFC EM Commercial Operations
	Develop commercial relationships with Aboriginal and / or Torres Strait Islander businesses.	December 2023	WAFC EM Commercial Operations
Umpiring: Increase the number of Aboriginal and Torres Strait Islander umpires.	Develop a strategy to increase Aboriginal and Torres Strait Islander umpiring at all levels, with an emphasis on female umpires.	September 2022	WAFC EM WAFL & Talent
	Explore opportunities to enhance the number of Aboriginal and Torres Strait Islander People undertaking Umpire accreditation courses.	September 2022	WAFC EM WAFL & Talent
Coaching: Increase the number of Aboriginal and Torres Strait Islander coaches	Develop a strategy to increase opportunities for Aboriginal and Torres Strait Islander coaches at all levels, and especially at WAFL level, with an emphasis on female coaches.	December 2022	WAFC EM WAFL & Talent
	Explore opportunities to enhance the number of Aboriginal and Torres Strait Islander people undertaking the Foundation (previously known as the Level One) coaching course and then the Level 2 and Level 3 courses respectively.	December 2022	WAFC EM WAFL & Talent
	Develop an Aboriginal and Torres Strait Islander Games Coaching Curriculum that can be used in Auskick and Junior Football to promote the connection of Aboriginal and Torres Strait Islander people to the game, and to educate all of our participants.	December 2022	WAFC EM WAFL & Talent WAFC EM Junior, Youth & Community

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Support into elite programs and talent Identification: Understand the needs of Aboriginal and Torres Strait Islander players identified for elite programs.</p>	<p>Develop an education process for talent coaches as part of their induction regarding Aboriginal and Torres Strait Islander Players.</p>	<p>December 2023</p>	<p>WAFC EM WAFL & Talent</p>
	<p>Establish a player support structure for WAFL Clubs whereby Aboriginal and Torres Strait Islander leaders and mentors are engaged to provide wellbeing support to Aboriginal and Torres Strait Islander players and transition them in and out of the talent, WAFL & WAFLW and AFL & AFLW Pathway.</p>	<p>December 2023</p>	<p>WAFC EM WAFL & Talent</p>
<p>Regional Programs: Support regional pathways for Aboriginal and Torres Strait Islander participants.</p>	<p>Develop a clear strategy and plan to support regional and remote participation and engagement in football of Aboriginal and Torres Strait Islander people right across Western Australia.</p>	<p>December 2022</p>	<p>WAFC EM Country Football, Affiliates and Facilities</p>
	<p>Establish a strategy to support and develop football in the North West of Western Australia (Kimberley & Pilbara)</p>	<p>December 2022</p>	<p>WAFC EM Country Football, Affiliates and Facilities</p>



GOVERNANCE – TRACKING PROGRESS AND REPORTING

The WAFC is committed to achieving the key deliverables set out in this RAP. We are accountable for the actions and will be transparent in our reporting processes.

KEY PRIORITY – to provide regular updates and transparency of the RAP’s achievements and challenges.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>RAP: Provide appropriate support for effective implementation of RAP commitments.</p>	<p>Ensure the RAP is a key component of the WAFC Strategic Plan.</p>	<p>June 2022</p>	<p>WAFC CEO</p>
	<p>RAP actions to be incorporated into all WAFC Operations plans and reporting</p>	<p>January 2022</p>	<p>WAFC EM Commercial Operations</p>
	<p>RAP Outcomes are included in staff performance development plans as a key section for staff to complete.</p>	<p>January 2022</p>	<p>WAFC EM Commercial Operations</p>
	<p>RAP Working Group to report biannually to the WAFC Executive, with RAP progress reports provided as an item at every WAFC Board meeting to report on RAP implementation progress.</p>	<p>June & December 2022 June & December 2023</p>	<p>WAFC EM Junior, Youth & Community</p>
	<p>RAP updates provided to staff on a quarterly basis, including at the Staff conference.</p>	<p>March, June, September, December 2022 March, June, September, December 2022</p>	<p>WAFC EM Junior, Youth & Community</p>
	<p>Examine ways to resource projects and initiatives from outside WAFC funding including philanthropic sources.</p>	<p>January 2023</p>	<p>WAFC EM Commercial Operations</p>
	<p>Develop and implement systems and capability needs to track, measure and report on RAP activities, and included as part of the WAFC Operational Plans.</p>	<p>December 2022 & 2023</p>	<p>WAFC EM Commercial Operations</p>
	<p>RAP Working Group, in consultation with the ISC to develop an implementation plan on tracking the progress of the RAP deliverables that are tabled at the Commission level as a standard agenda item.</p>	<p>March 2022</p>	<p>WAFC EM Junior, Youth & Community</p>
	<p>Define resource needs for RAP implementation.</p>	<p>February 2022</p>	<p>WAFC EM Junior, Youth & Community</p>
	<p>WAFC Board, Senior Leadership and other staff in the delivery of RAP commitments.</p>	<p>February 2022</p>	<p>WAFC CEO</p>
<p>Appoint and maintain internal RAP Champions.</p>	<p>February 2022</p>	<p>WAFC EM Junior, Youth & Community</p>	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Report RAP Achievements: The RAP achievements, challenges and learnings are reported internally and externally	Prepare and publish an annual Progress Report .	December 2022 & 2023	WAFC EM Junior, Youth & Community
	A summary of RAP report included in WAFC Annual report.	February 2022 & 2023	WAFC CEO
	Publicly report our RAP achievements and challenges.	February 2022 & 2023	WAFC CEO
	ISC are invited to a Board Meeting annually to provide updates on current achievements, outcomes and challenges along with key deliverables being achieved.	October 2022 & 2023	WAFC CEO
Governance & Strategic Influence: WAFC sub committees have the appropriate governance structures in place.	Transition the AAG to the Indigenous Strategy Committee (ISC) and implement a governance structure to ensure alignment with the WAFC's vision of supporting the RAP key deliverables are achieved and its advisory role.	February 2022	WAFC EM Junior, Youth & Community
RAP Working Group: Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RAP Working Group which includes a cross section of WAFC leadership to progress the RAP outcomes.	January 2022	WAFC EM Junior, Youth & Community
	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	January 2022	WAFC EM Junior, Youth & Community
	Establish and apply a Terms of Reference for the RWG.	January 2022	WAFC EM Junior, Youth & Community
	Meet at least 4 times per year to drive and monitor RAP implementation .	March, June, September, December 2022 March, June, September, December 2023	WAFC EM Junior, Youth & Community
Ensure Accountability & Transparency: Build Accountability and transparency through reporting RAP achievements, challenges and learnings.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 & 2023	WAFC EM Junior, Youth & Community
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022& May 2024	WAFC EM Junior, Youth & Community
Review, Refresh & Update RAP: Partner with Reconciliation Australia to review and refine our RAP.	Liaise with Reconciliation Australia to review, refresh and update RAP based on what was learned, challenges and achievements.	July 2023	WAFC EM Junior, Youth & Community
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	September 2023	WAFC EM Junior, Youth & Community
	Register via Reconciliation Australia to website to begin developing our next RAP.	July 2023	WAFC EM Junior, Youth & Community

WAFC RECONCILIATION ACTION PLAN CASE STUDIES

Cultural Learning Opportunities

The WAFC staff have taken big steps forward in our learning and understanding of the history and the culture of Aboriginal people across Western Australia on the back of our previous RAP. The staff have fully engaged in a number of cultural learning opportunities to support them on their journey of understanding, which supports us in moving forward supporting reconciliation.

All WAFC staff have engaged in 'Walking Together' sessions with Mr Danny Ford (Kambarang Services) on cultural awareness and understanding. Danny provided insights into the history of Aboriginal people, the impact on colonisation and settlement and how its effects are still being felt through communities now, and then spoke about the importance of collaboratively walking together on a path forward. These sessions have had a significant impact on the WAFC staff as a whole.

The WAFC Executive staff also undertook a Cultural Awareness Training with Bindjareb Park in Pinjarra, that included a visit to the Pinjarra Massacre site, cultural learning opportunities and bush tucker session. This enabled the senior leadership of the WAFC an opportunity to learn, reflect and put into place steps forward to enhance our engagement strategies of Aboriginal people in (and through) football.

The WAFC has also provided staff with opportunities to engage in visits to remote Aboriginal communities to enhance their knowledge and understanding of Aboriginal culture. This has been a rich and rewarding experience for the staff that have been involved. A follow on from these opportunities will be an extension of this as part of the RAP to provide immersion opportunities where staff can connect with 'on country' experiences.

Growth of the Nicky Winmar Carnival & Kirby Bentley Cup

The Nicky Winmar Carnival & Kirby Bentley Cup are both an annual round robin tournament targeting Aboriginal male and female youth aged 13 to 15. The tournament features teams representing both metropolitan and regional WA.

The Nicky Winmar Carnival was originally created to provide disengaged and at risk Aboriginal male youth with another platform to reconnect with the WA Football pathway. The inaugural Nicky Winmar Carnival was played in 2007 and consisted of five teams representing North and South metropolitan Perth and three regional sides. The overall goal of the Nicky Winmar Carnival is to increase the amount of Aboriginal youth and community members participating in clubs and development squads as either players, coaches, umpires, administrators or volunteers.

Named in honour of Kirby Bentley who is regarded as one of the greatest Female Football players to ever play the game, the inaugural Kirby Bentley Cup played in 2014, featured 10 teams and over 150 players. The goal of the Kirby Bentley Cup is to not only showcase Aboriginal female youth, but to also increase the engagement of female participants in football.

Both of these carnivals have now grown considerably with more and more teams representing their local communities each year. The carnivals provide members of the Aboriginal community with a direct opportunity to:

- Participate in a structured WA football marquee event that promotes the key messages of no smoking, no alcohol, no drugs and no violence across the games.
- Achieve coaching and umpiring accreditation.
- Re-engage with educational and sport participation programs.
- Connect with AFL/WAFL & AFLW/WAFLW mentors and role models.
- Potentially be identified for WAFL/WAFLW development pathways.

The success and impact of these carnivals has been recognised through the WA Sport & Recreation Industry Awards with the carnivals being recognised as the most outstanding community sporting event across the state.

WAFC Board and AFL Executive Kimberley Engagement

The WAFC Board (Commissioners) including WAFC Chair, The Hon. Wayne Martin AC QC, along with the AFL Executive including Gill McLaughlin and Andrew Dillon, spent time in the Kimberley visiting Aboriginal communities to enhance our boards (along with the AFL's) understanding and knowledge of Aboriginal culture, and the important role that football plays within these communities. This commitment at the highest level of the WAFC, highlights our organisational commitment to reconciliation and working towards enhancing outcomes collaboratively with Aboriginal Australia.

Engaging with organisations such as Garnduwa, the WAFC and AFL, are partnering with locally based Aboriginal organisations to assist in providing employment and educational outcomes to deliver football outcomes across the Kimberley. This has seen Garnduwa staff undertake coaching and umpiring accreditation to assist in the delivery of competitions, and Auskick centres in the Kimberley. This has led to strong participation outcomes but has also supported Garnduwa in their employment objectives for local Aboriginal people.

The WAFC is committed to exploring partnerships, such as the one with Garnduwa, to ensure mutually beneficial outcomes can be achieved that support employment, educational and engagement outcomes for Aboriginal communities right across Western Australia, and as part of the WAFC RAP will be expanding this to include exploring procurement opportunities for Aboriginal organisations.

ACKNOWLEDGEMENTS

The WAFC would like to thank and acknowledge the many people that contributed to the development of the WAFC Reconciliation Action Plan. We highly value your feedback into the process, along with your cultural input and consideration. We value the important role that you have played in the steps towards healing and reconciliation within Australia.

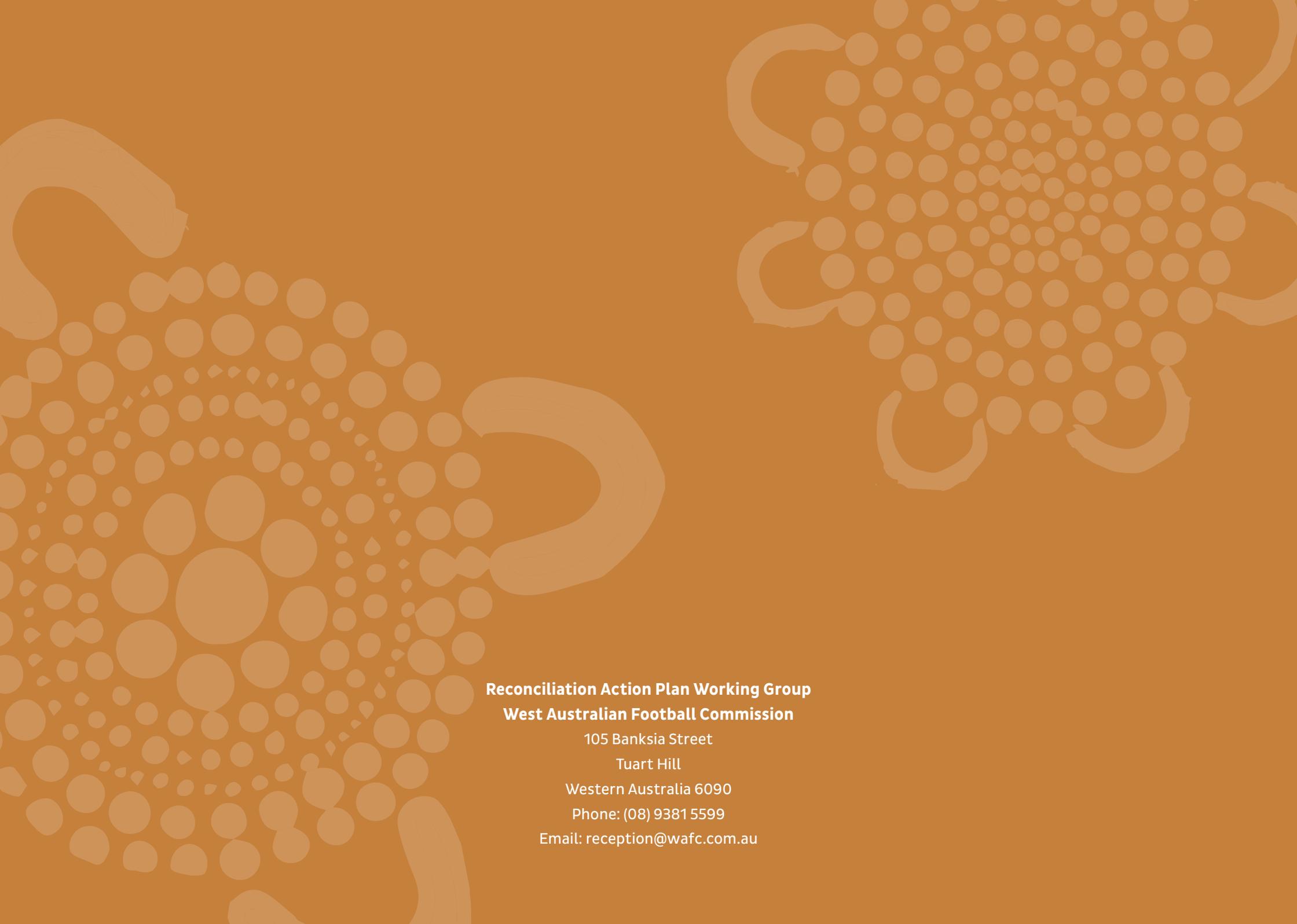
To the members of the previous WAFC Aboriginal Advisory Group and the newly established WAFC Indigenous Strategy Committee, the WAFC would like to acknowledge and thank you for your ongoing commitment to growing and developing Aboriginal football within Western Australia. Your drive, passion and commitment to ensuring opportunities for Aboriginal and Torres Strait Islander people is outstanding and your leadership towards reconciliation is exceptional. We look forward to your ongoing engagement.

The WAFC would also like to acknowledge the following individuals for their key contribution into the development of the WAFC RAP:

- **Mr Danny Ford (Kambarang Services)** - Danny is a Noongar man with connections to Whadjuk, Ballardong, Wilman and Yuat clans. Through his consultancy business Kambarang Services, Danny has been leading the process of developing of the WAFC RAP through extensive community and industry consultation. Danny also plays a significant role in the Cultural Learning sessions for WAFC staff and members of the Football family in WA. The WAFC extends our sincere appreciation for the work and leadership of Danny in this process.
- **Mr Brad Collard** - is a Ballardong / Whadjuk Noongar man who was the Aboriginal & Inclusion Leader at the WAFC before finishing up with the organisation at the end of 2020. Brad was the key WAFC lead in the development of the RAP and worked alongside Danny through the consultation period. Brad has an extensive playing, coaching and administration background in football, having played over 200 games for South Fremantle Football Club. The WAFC would like to sincerely thank and acknowledge Brad's work in the development of this RAP.

Finally, to the WAFC staff and industry stakeholders that provided feedback as part of the extensive consultation period - we say thank you. Reconciliation is a journey based on building strong community relationships and seeking understanding and learning, and the role that you play as we collectively go forward together will be important.

We look forward to continuing this journey in the pursuit of building stronger relationships, increasing respect, and providing greater opportunities for Aboriginal and Torres Strait Islander people in Western Australia through Football.



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